LAND AND WATER BRITISH COLUMBIA INC.

A Corporation of the Government of British Columbia

Service Plan Fiscal 2004/2005 - 2006/2007

National Library of Canada Cataloguing in Publication Data
Land and Water British Columbia Inc.
Service plan. — 2002/03/ 2004/05-

Annual.
ISSN 1499-8939 = Service plan – Land and Water British Columbia Inc.

1. Land and Water British Columbia Inc. – Periodicals.
2. Crown lands - British Columbia – Management - Periodicals. 3. Public lands - British Columbia – Management - Periodicals. 4. Government property - British Columbia – Management - Periodicals.
5. Government business enterprises - British Columbia - Periodicals. 6. Water-supply - British Columbia - Management - Periodicals. I. Title. II. Title: Land and Water British Columbia service plan.

JL186.B74 352.5'09711'05 C2002-960029-4

For further information, please contact us at:
PO Box 9475 Stn Prov Gov, Victoria, BC, V8W 9W6; PH: 250-952-6246
or visit our website at www.lwbc.bc.ca

TABLE OF CONTENTS

Message from the Minister 1

Message from the Board Chair to the Minister 3

Accountability Statement 5

Corporate Overview 7

Strategic Context 13

Our Vision Statement 14

Our Mission Statement 14

Our Values 15

Planning Context 16

Assumptions 16

Key Strategic Issues 17

Key Risks 18

Goals, Objectives, Strategies and Performance Measures 19

Strategy Summary 25

Alignment with Government's Strategic Plan 27

Financial Outlook Summary 29

Message from the Minister

With this Service Plan for 2004/05 – 2006/07, Land and Water British Columbia Inc. (LWBC) demonstrates continuing focus on actively encouraging investment and economic development through improved access to Crown land and water resources.

I am proud of LWBC's major accomplishments in 2003/04, including the reduction in land tenure application processing time by 50%, and the elimination of the land tenure application backlog which had accumulated over the past 14 years. A similar reduction has seen the water licence backlog reduced to its lowest level in over 40 years.

The key to removing constraints to sectoral investment is greater access to land and water resources for investors, a simplified process for moving applications to successful implementation quickly and seamlessly, and results-based accountability mechanisms for ensuring the highest economic benefit for British Columbians.

By targeting those key sectors and projects with the greatest potential for successful development of our land and water resources, LWBC will need to continue building partnerships with the investment community, local governments, key sectors and First Nations. Pivotal to the success of these initiatives is improved land security and an increasing focus on land-based investment opportunities, as well as a reduced regulatory burden. We can build relationships and improve management systems for mutual benefit.

Through flexibility and determination, LWBC will achieve the changes necessary in our corporate business approach, our financial model, and our vision for the development of land and water resources throughout British Columbia. I believe that the foundation for transformation has been identified in this plan, and LWBC will continue to move forward with confidence to strengthening and diversifying our resource-based economy.

Yours truly,

George Abbott

Honourable George Abbott
Minister of Sustainable Resource Management

Message from the Board Chair to the Minister

Land and Water British Columbia Inc. (LWBC) is charged with the responsibility of optimizing the economic benefits of our province's Crown land and water resources. The successful management of these assets contributes significantly to the economic, social, and cultural wellbeing of all British Columbians

Over 94% of British Columbia's 948,600 square kilometres of land are publicly owned. That is amongst the highest percentages of publicly owned land of any province in Canada, and provides the province with an opportunity to use public lands to attract investment and diversify the provincial economy.

British Columbia has a resource-dependent economy, and our economic development requires a long-term strategy to capitalize on our land and water assets. LWBC has demonstrated that it understands this economic imperative. By increasing access to resources, simplifying the application process, and establishing rigorous mechanisms for achieving and measuring economic targets, LWBC will help stimulate wealth creation in British Columbia's heartlands. Communities, First Nations, and investors are encouraged by LWBC's commitment to economic development and revenue generation, and are excited about being part of that growth.

The vision of this results-driven organization will be achieved through its ongoing commitments as detailed in this Service Plan for 2004/05 – 2006/07, which I am pleased to present herewith.

Sincerely,

J. O'Riordan

Jon O'Riordan
Board Chair

Accountability Statement

The 2004/05-2006/07 Land and Water British Columbia Inc. Service Plan was prepared under our direction in accordance with the *Budget Transparency and Accountability Act*. We are accountable for the contents of the plan, including the selection of performance measures and targets. The plan is consistent with government's strategic priorities and overall service plan. All significant assumptions, policy decisions, and identified risks as of January 2004 have been considered in preparing the plan. We are accountable for ensuring Land and Water British Columbia Inc. achieves its specific objectives identified in the plan and for measuring and reporting actual performance.

J. O'Riordan

Jon O'Riordan
Board Chair

Bill Valentine

Bill Valentine
President and Chief Executive Officer

Corporate Overview

Land and Water British Columbia Inc. (LWBC) is incorporated under the *Company Act* of British Columbia. The Shareholder is the Province of British Columbia with the Minister of Sustainable Resource Management holding the sole issued share on behalf of the Province. The board structure and composition is under review with a plan to define the requirements for an effective board of directors to serve LWBC in its shift to an investment agency model for increased economic development.

As a Crown Corporation, LWBC operates within the framework of government to carry out activities directed at stimulating investment and economic development through leveraging Crown land and water resources. Timely and effective permitting and licensing will be continuously pursued. LWBC will continue to provide an advocacy role in stimulating investment that will result in improved economic development. Public land is key to the diversification of the provincial economy and economic development is intrinsically tied to land and water. LWBC has a key challenge in improving land security to attract investment and shift focus from pure rent collection to land based investment opportunities.

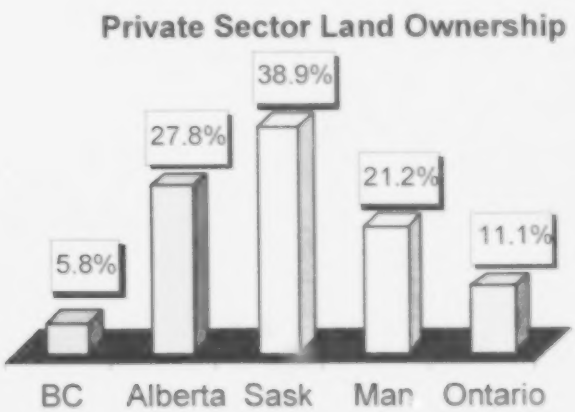
LWBC is governed by a Delegation Agreement with the Minister of Sustainable Resource Management and by the following acts and agreements:

- *Budget Transparency and Accountability Act*
- *Company Act*
- *Financial Administration Act*
- *Financial Information Act*
- First Nations Consultation Guidelines
- *Land Act*
- *Ministry of Lands, Parks and Housing Act*
- *Public Service Act*
- *University Endowment Land Act*
- *Water Act*

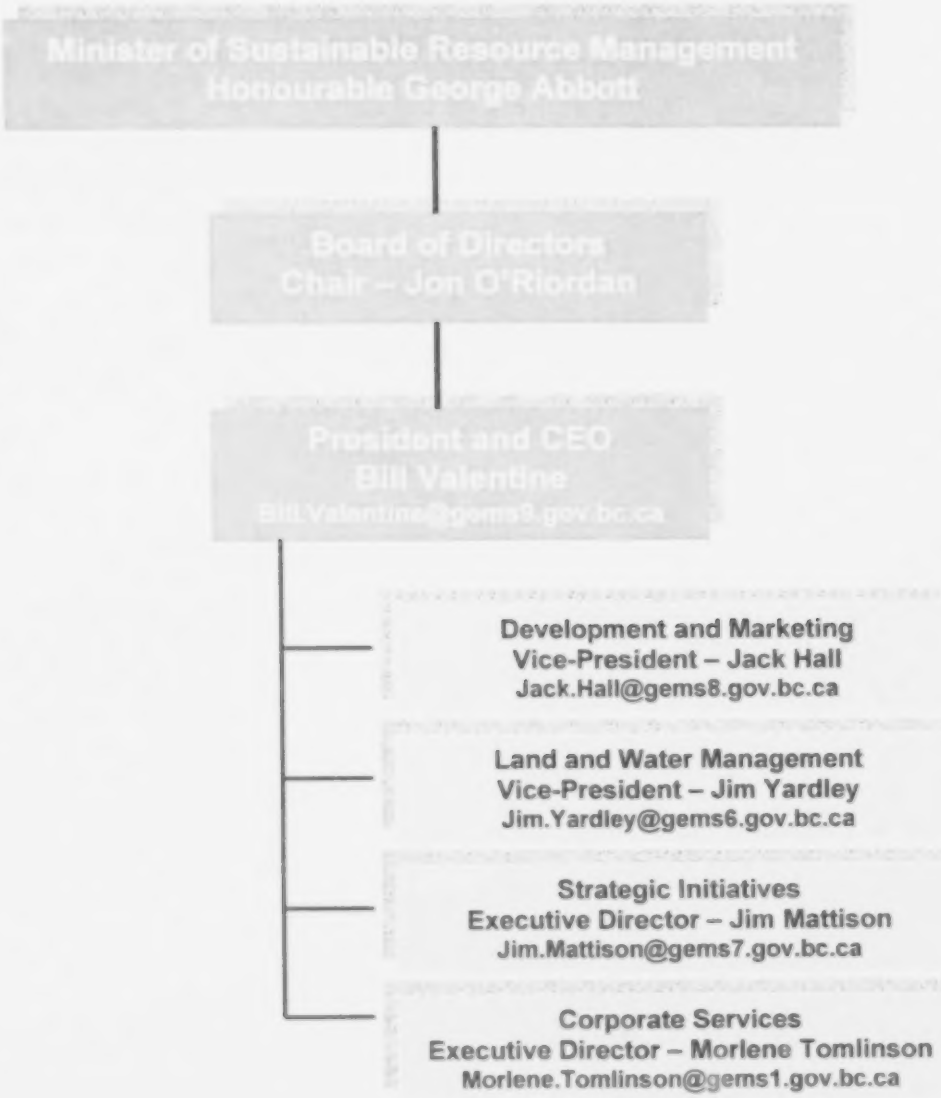
These acts and agreements establish the legal framework and principles by which LWBC operates, including the method of accounting, staffing and reporting requirements. Revenues generated through its business activities fund the Corporation.

In addition to focusing its activities on accelerating economic development in key sectors, the Corporation is committed to reducing the regulatory burden and providing a more streamlined business approach in order to achieve improved investor confidence and economic growth.

How public land is used is a key factor in the diversification of the provincial economy. 5.8% of land in BC is privately owned, a unique picture as compared to most provinces in Canada.



Source: State of the Environment Directorate, Environment Canada (1996)



Development and Marketing Division (DMD)

The Development and Marketing Division (DMD) identifies, develops and markets Crown land for a variety of uses, including residential, commercial, industrial, agricultural and recreational uses. This is done in accordance with policies established by the Ministry of Sustainable Resource Management, conditions in the Delegation Agreement, relevant legislation, and the Province's First Nations Consultation Guidelines.

DMD has additional responsibilities for:

- Making Crown land available to facilitate local economic development and growth;
- Partnering with private enterprise, governments, local communities, and First Nations in the use of Crown land;
- Identifying development potential in local communities;
- Replenishing the inventories of developable lands to take advantage of emerging revenue opportunities;
- Supporting the 2010 Winter Olympics by providing land and water resources; and
- Participating in Official Community Plan processes.

Land and Water Management Division (LWMD)

The Land and Water Management Division (LWMD) manage 32,000 active land tenures, 10,215 *Land Act* reserves, and 43,000 water licences. In addition, LWMD processes approximately 2,000 applications for new Crown land tenures and replacements, and 900 new water applications and amendments annually. The division has the responsibility for:

- Proactively developing new uses for Crown land and water and identification of new economic development opportunities for communities; First Nations, industry and individuals;
- Managing 28 land program areas including shellfish, all seasons resorts, aggregates, commercial recreation, marinas, telecommunication sites, utility corridors, community institutional, and commercial filming on Crown land;
- Managing 8 major water use programs including conservation, domestic, industrial, irrigation, mining, power, storage and waterworks; and
- Monitoring permitted uses of Crown land and water and resolving unauthorized uses.

Strategic Initiatives Division (SID)

The Strategic Initiatives Division (SID) provides strategic advice on priority land use initiatives, economic development, aboriginal relations, program direction, policy and pricing analysis. SID also contains the Office of the Comptroller of Water Rights.

Corporate Overview...cont'd

SID has additional responsibilities for:

- Working proactively with key sectors to identify new opportunities and ways to enhance investment in rural British Columbia; and
- Facilitating First Nations participation in the economy;
- Developing and implementing Crown land-use policies and legal tenure documentation that support increased economic development;
- Reviewing BC Hydro's water licences as part of Water Use Plans to balance inter-related issues of fisheries, flood protection, recreation, water use and hydro-electric power generation;
- Administering dam safety programs and regulating major dams, managing the risk to the Corporation and the province from the failure or misoperation of dams;
- Developing water-use policies that support program delivery under the *Water Act*;
- Assisting regions in assessing First Nations' interests in accordance with the Province's First Nations Consultation Guidelines;
- Coordinating the Corporation's input into the treaty process; and
- Providing assistance and advice to the Aquaculture (shellfish/finfish) program.

Corporate Services Division (CSD)

The Corporate Services Division (CSD) provides financial and administrative services to the Corporation.

Specific responsibilities include:

- Professional finance and administration services including financial management and reporting, revenue management, freedom of information, and records management;
- Providing information management and information technology services; and
- Providing a human resources management system including staff development, succession and workforce planning, and a culture transition strategy that will ensure the right mix of people and competencies are directed at corporate success.

Corporate Business Unit and Communications

The Corporate Business Unit and Communications supports the Corporation and the President and Chief Executive Officer by:

- Providing corporate support to the Board of Directors;
- Providing corporate business management, strategic service planning, corporate governance, policy, and analytical and operational support; and
- Providing communications services, planning, delivery and evaluation, issues management, media relations and professional writing and publications.

Regional Structure

The Corporation's headquarters is located in Victoria, B.C. Services are provided across the province from four major service centres located in Kamloops, Nanaimo, Prince George and Surrey, and field offices located in Cranbrook, Fort St. John, Smithers and Williams Lake.

Development and Marketing
Vice-President – Jack Hall
Jack.Hall@gems8.gov.bc.ca

- **Lower Mainland**
  Regional Manager – Peter Walters
  Peter.Walters@gems1.gov.bc.ca
- **Vancouver Island**
  Regional Manager – Mark Hallam
  Mark.Hallam@gems3.gov.bc.ca
- **Southern Interior**
  Regional Manager – Robin Levesque
  Robin.Levesque@gems3.gov.bc.ca
- **Northern**
  Regional Manager – Richard Hough
  Richard.Hough@gems2.gov.bc.ca

Land and Water Management
Vice-President – Jim Yardley
Jim.Yardley@gems6.gov.ca.ca

- **Lower Mainland Service Centre**
  A/Director – Jody Shimkus
  Jody.Shimkus@gems8.gov.bc.ca
- **Vancouver Island Service Centre**
  Director – Mike Lambert
  Mike.Lambert@gems2.gov.bc.ca
- **Southern Interior Service Centre**
  A/Director – Kevin Dickenson
  Kevin.Dickenson@gems4.gov.bc.ca
- **Northern Service Centre**
  A/Director – Jim McGregor
  Jim.McGregor@gems9.gov.bc.ca

Strategic Context

This Service Plan is directly linked to the Government's Strategic Plan and outlines how LWBC will assist in implementing the vision for British Columbia. LWBC continues to focus on achieving Government's commitments:

- Increase access to Crown land and water resources
- Facilitate effective and sustainable use of the provincial land base
- Create economic growth in a sustainable, balanced manner
- Grow a thriving private-sector economy
- Provide faster approvals and greater access to Crown land to create jobs
- Eliminate backlog and delays in Crown land applications
- Optimize the financial return from the use of Crown land.

Key Sectors and Segments that LWBC serves:

Telecom/Utilities

Oil and Gas Sector

Independent Power Producers

Aquaculture

All Seasons Resorts

Tourism/commercial recreation

Agriculture

Aggregates

VISION STATEMENT

Act as an advocate for economic development and revenue generation by aggressively pursuing and encouraging investment and optimal use of Crown land and water resources.

MISSION STATEMENT

Promote targeted economic development by increasing timely access for key sectors and clients through tenures, licenses and an investment model that accelerates sales and revenues.

OUR VALUES

Integrity

Accountability

Excellent Client Service

Innovative Solutions

Efficiency

Our Values

Integrity

- Conducting business with our customers and staff in an environment that is honest, transparent, and professional

Accountability – delivering on our commitments

- Focusing on outcomes by taking responsibility for measuring and monitoring our performance against commitments and targets

Excellent client service

- Providing professional and responsive client service at all times
- Continuously improving our service so that clients will realize direct and tangible benefits

Innovative solutions

- Pursuing innovative approaches to promote investor confidence and long-term business success

Efficiency

- Continuously improving our operational efficiency and cost-effectiveness

Planning Context

Assumptions

- Access to Crown land and water is a key economic driver
- Crown land has potential to generate substantial new economic investment and revenue
- Ensuring that suitable Crown land and water are available to facilitate economic development may require an upfront investment to maximize the net potential
- British Columbia does not have unlimited time to position itself as a "place to invest" – there is a requirement for immediate responsiveness and a proactive plan of action; speed is essential to have impact
- The public and the business community want a more open, accountable and transparent Crown land and water allocation process
- Public ownership of untenured land will continue to incur non-recoverable management costs
- Client and investor service expectations will continue to increase
- Rising expectations by the public, clients and investors for access to land will continue to create tension across agencies and ministries with interdependent mandates
- There are significant opportunities for new partnerships between the investment community and First Nations
- The 2010 Olympics will offer a unique opportunity for unprecedented economic development provided the barriers to investment and prosperity are minimized
- To gain the cooperation and support of local governments, new partnerships will be required

Key Strategic Issues

Shift to Investment Model

Moving to an investment model requires an appropriate degree of risk-taking since the returns are neither guaranteed nor completely certain. Capital will have to be invested up front, using sound business modelling and financial targets to minimize those risks. LWBC needs to be more innovative in linking private and Crown land by proactively marketing and pursuing new sales channels to attract investment.

Investor and Client Confidence

LWBC has to demonstrate to the investment communities, local governments, First Nations and clients a commitment and capacity to facilitate wealth creation by promoting investment with public lands. Security of ownership has a multiplier effect in attracting both investment and tenuring. Creating confidence and security requires a formal process for identifying expectations, barriers, and requirements directly from the investment and client communities. The investment and client communities need to partner with First Nations and local governments to promote common interests and achieve mutual objectives.

Capacity and Core Competence

LWBC needs to grow its current capacity and competence in investment and financial modeling, marketing and sales, and key account management in order to achieve the goals of this service plan. Rapid skill development is required by recruiting new talent and skills while continuing the development of internal resources.

Competition for Investment Dollars

Promoting a positive climate for economic investment is subject to many influences. All provinces and communities in Canada are looking to increase economic development and wealth creation. British Columbia has to become a leader in strategies that result in successful competition for investment capital. Additionally, the public and investors expect "ease of doing business" and seamless service.

Key Risks

Business Processes

The average length of time to make development parcels of Crown land available for sale to clients and investors can be 1-3 years, and involves multiple agencies and ministries. More accountability is required for managing sectoral or key clients through approval processes.

Harmonization with Federal Processes

Timely approvals from Fisheries and Oceans Canada (DFO) are infrequent which leads to substantial delays or the outright abandonment of several projects (such as water power projects, land development project near water courses, aquaculture tenures, gravel removal, etc) which have secured provincial approvals. LWBC is initiating discussions with DFO to address this problem.

Systems

Integrated systems require timely decisions to support effective business analysis. Key improvements to internal business processes are not adequately supported by the current state of systems.

Human Resources

There is a significant exposure due to an aging workforce, related retirement rates and knowledge retention. LWBC's challenge is to not only fill these skill and knowledge gaps but to continually manage an effective plan that matches resources with ongoing business demands.

Goals, Objectives, Strategies and Performance Measures

Land and Water British Columbia Inc. has four service-plan goals for the period 04/05 to 06/07. These goals are:

1. **Increased investment and economic development**
2. **Timely and effective permitting and licensing**
3. **Satisfied clients and customers**
4. **An internal capacity and culture that meets business needs**

The following are the supporting objectives, strategies, and performance measures for each goal:

Goal #1 Increased investment and economic development

Objectives

1. **Stimulate investment and economic development**
   - Actively promote growth in new and emerging sectors
   - Develop pricing strategies that enhance investment
   - Expand the application of the Commercial Alpine Ski Policy[1]
   - Build on the Heartlands Economic Strategy, Fast-Track Process, Commercial Alpine Ski Policy and work with Partnerships BC to attract and expand investment

[1] Developed, in concert with the ski industry, between 1978-81 in response to the many challenges faced by newly developed resorts. The policy was to encourage private sector investment in the development of ski areas by providing tenure security and pricing incentives. Recognised by industry as a key contributor to the success of the ski industry in the province and critical to its continued growth and expansion into full service "All Season Resorts"

- Provide leadership and support in the delivery of the province's Resort Task Force initiative
- Build market-based partnerships with the business community, local governments, and First Nations
- Develop a "tool kit" designed to create economic partnerships with First Nations
- Further develop a multi-year marketing plan
- Work closely with key accounts and sectors to proactively work on long-term development opportunities

2. Ensure sufficient land inventory so economic development is not constrained

- Work with government agencies, ministries and the private sector to improve the responsiveness of the decision-making processes to increase land inventory for development

Performance Measures

Measures	Targets		
	2004/05	2005/06	2006/07
Gross revenue of Crown land sales[1]	$73.5 million	$73.5 million	$73.5 million

[1] $73.5 million represents the average for a three year target of $220.5 million

Goal #2 Timely and effective permitting and licensing

Objectives

1. **Optimize responsiveness, reduce application cycle time, and improve service levels**
   - Assign resources to key accounts, key sectors, and key projects
   - Improve coordination amongst LWBC, ministries, agencies, and the Oil and Gas Commission
   - Determine process and systems gaps that will improve security of tenure and water licence holders
   - Enhance First Nations' consultations with dedicated resources
   - Implement improvements to consistency of evaluations, pricing, and appraisals across the regions

2. **Minimize LWBC's costs associated with tenure management and revenue collection**
   - Streamline land management administration functions
   - Pursue new opportunities to improve security and investment with public lands
   - Initiate process review to reveal low return activities
   - Improve dispute resolution by streamlining processes
   - Improve financial management and administration of tenures and licences
   - Target compliance and enforcement on high-risk areas
   - Create electronic billing and payment processes for key accounts

Measures	Targets		
	2004/05	2005/06	2006/07
Processing Efficiency: Process land and water tenures within 140 days	90% of the time	90% of the time	90% of the time[1]
Gross revenue from tenures and royalties	$38 million	$37.1 million	$36.6 million
Reduce costs associated with tenure management and revenue collection	Establish baseline	10% reduction	10% reduction[2]

[1] LWBC has reviewed the impact of moving from 90% achievement of the standard to 100% and has determined that the costs required to meet 100% are not in line with the "negligible impact" from a client relationship standpoint

[2] All targets in this plan are an increase from the baseline since the targets themselves represent a major stretch from current practices

Goal #3 Satisfied clients and customers

Objectives

1. **Increase client and customer satisfaction ratings**
    - Work with other agencies and ministries to continuously streamline processes with clients and customers
    - Dedicate resources to improve the service for key accounts
    - Formalize key account management processes through establishment of a management framework, comprehensive planning, maintenance of information systems and processes, and strategy execution
    - Continue focus sessions and surveys with key clients and customers on an annual basis
    - Resolve top issues identified in 2003 client satisfaction survey
    - Integrate top survey issues with ongoing initiatives into a comprehensive improvement implementation plan

2. **Improve systems**
    - Streamline and integrate financial systems
    - Centralize accounts receivable
    - Assume ownership of land and water management systems
    - Integrate Tantalis and Water Rights Information System

Performance Measures

Measures	Targets		
	2004/05	**2005/06**	**2006/07**
Improvement on issues identified with key accounts as measured by annual focus group sessions	70% satisfaction	75% satisfaction	80% satisfaction
Customer satisfaction as measured annually for land sales	10% improvement	10% improvement	5% improvement
Customer satisfaction as measured annually with land tenure holders, water licence holders, and the business and commercial development community	10% satisfaction improvement & 70% response rate	5% satisfaction improvement & 75% response rate	5% satisfaction improvement & 75% response rate
Systems implemented to better meet business needs and improve customer responsiveness	Projects designed and in construction; Baseline systems survey established	Projects substantially complete; 5% satisfaction improvement	Projects complete; 10% satisfaction improvement
Reduce pricing disputes with key accounts	Establish baseline	50% reduction	50% reduction

Goal #4 An internal capacity and culture that meets business needs

Objectives

1. **Align resources with business needs**

   - Increase internal analytical and business capacity relating to market analysis, marketing activities, inventory development, and economic analysis
   - Expand the business capacity of the Corporation through training, hiring, and partnerships with external resources
   - Promote a shift in mindset to greater awareness of economic development

2. **Improve employee engagement and communication**
   - Implement a formal action plan designed to meet the needs identified in the employee engagement survey
   - Institute more opportunities to share skills and ideas
   - Continue to emphasize the importance of the Employee Performance and Development programs
   - Support succession planning processes and complete specific workforce plans
   - Design and implement a formal management training program
   - Provide contemporary performance management and rewards
   - Promote regular communications between executive, managers and staff to build stronger relationships and help people to get involved

Performance Measures

Measures	Targets		
	2004/05	2005/06	2006/07
Employee engagement and commitment survey satisfaction	Establish baseline	10% improvement	10% improvement
Improve capability and capacity of management	Develop key competencies for target positions and baseline to measure growth		
Participation rate for Employee Performance and Development programs	95%	100%	100%

Strategy Summary

Goal	Objectives High Level	Measures	Targets		
			2004/05	2005/06	2006/07
Increased investment and economic development	- Increased investment and economic development - Ensure sufficient land inventory so economic development is not constrained	Gross revenue of Crown land sales	$73.5 million	$73.5 million	$73.5 million
Timely and effective permitting and licensing	- Optimize responsiveness, reduce application cycle time, and improve service levels	Reduce costs associated with revenue collection and tenure management	Establish baseline	10% reduction	10% reduction
		Processing Efficiency: 140 days	90% of the time	90% of the time	90% of the time
	- Minimize costs associated with tenure management and revenue collection	Gross revenue from tenures and royalties	$38 million	$37.1 million	$36.6 million
Satisfied clients and customers	- Increase client and customer satisfaction ratings	Improvement on issues with key accounts	70% satisfaction	75% satisfaction	80% satisfaction
		Customer satisfaction as measured annually for land sales	10% improvement	10% improvement	5% improvement

Strategy Summary...cont'd

Goal	Objectives High Level	Measures	Targets		
			2004/05	2005/06	2006/07
Satisfied clients and customers (cont'd)	- Increase client and customer satisfaction ratings (cont'd)	Customer satisfaction as measured annually with land tenure holders, water licence holders, and developers	10% improvement & 70% response rate	5% improvement & 75% response rate	5% improvement & 75% response rate
		Reduce pricing disputes with key accounts	Establish baseline	50% reduction	50% reduction
		Systems implemented to better meet business needs and improve customer responsiveness	Projects designed and in construction; Baseline systems survey established	Projects substantially complete; 5% satisfaction improvement	Projects complete; 10% satisfaction improvement
An internal capacity and culture that meets business needs	- Align resources with business needs	Improve capability and capacity	Develop key competencies for target positions and baseline to measure growth		
		Employee survey	Establish baseline	10% improvement	10% improvement
	- Improve employee engagement and communication	Participation rate for Employee Performance and Development programs	95%	100%	100%

Alignment with Government's Strategic Plan

LWBC's Service Plan aligns and strongly supports the Government's strategic goals and objectives (2003) in the following areas.

Government's Strategic Plan	LWBC's Service Plan
Objective/Strategy	Comment
British Columbia will have a prosperous economy	LWBC recognizes a key to a prosperous economy is leveraging investment in land and water resources. Specified goals and ongoing actions in this plan strongly support government's objective.
Work with the private sector to remove barriers to economic growth	LWBC is working rigorously with agencies and ministries to improve working relationships with key accounts, key sectors and the investment community.
Develop and implement a long-term economic development strategy	LWBC is developing and implementing a targeted marketing, product and sales strategy. Specifically, LWBC has: • Identified and developed an inventory of the most saleable properties over the short and long-term • Developed and implemented a comprehensive and aggressive multi-year marketing strategy that is focused on recruiting private sector interest and investment in Crown land
Reform Crown corporations to focus on public services, efficiency and effective service delivery	Goal 3 is dedicated to streamlining processes with key private sectors. LWBC has virtually eliminated the backlog of land tenure applications that accumulated over the past 14 years.
Continue to expand one-stop permitting and licensing in key sectors	As noted in this plan, LWBC is redirecting resources to service key accounts. Additionally, LWBC has established referral agreements with other provincial agencies.
Expedite economic development by increasing access to Crown resources	LWBC received high "access" approval ratings in this year's customer satisfaction survey. LWBC has achieved the target of processing 90% of applications within 140 days - an objective specifically noted in the Government's Strategic Plan.

Alignment with Government's Strategic Plan...cont'd

Government's Strategic Plan	LWBC's Service Plan
Objective/Strategy	Comment
Promote resource investment opportunities within and outside of British Columbia	LWBC is supporting economic development activity with key sectors and partners: independent power production, First Nations, oil and gas, tourism, resort development and aquaculture.
Complete priority land-use plans to identify and facilitate economic opportunities	LWBC is working with the Ministry of Sustainable Resource Management and other agencies to ensure that priority land use plans include opportunities for private sector commercial, industrial, residential, and recreational development.
Implement initiatives that improve economic development opportunities with First Nations	LWBC is developing partnership opportunities for First Nations that will provide for greater participation in the provincial economy.
Develop partnerships with industry and other stakeholders to provide opportunities for more effective, efficient and innovative management of Crown resources	LWBC is actively engaged with small and large clients to improve internal processes that optimize responsiveness, reduce cycle time, improve service levels, and focus on customer responsiveness.
Maintain policies to ensure that Crown land and resource decisions are informed by First Nations interests	LWBC has also developed First Nations Consultation Guidelines and has ensured that operational staff are appropriately trained to engage with First Nations on all Crown land disposition issues.
Establish workable relationships with First Nation Communities	LWBC's Aboriginal Relations staff are working closely with First Nations communities to explore Crown land tenure issues and enhanced opportunities for First Nations and private sector economic development.
Aggressively support the 2010 Olympics	LWBC is lead agency for providing Crown land to meet the needs of the Organizing Committee for the Olympic Games.

Financial Outlook Summary

($000)	2003/04 Revised Budget	2004/05 Revised Budget	2005/06 Revised Forecast	2006/07 Forecast
Gross Revenues				
Land tenure revenue	31855	28450	27800	27300
Land royalty revenue	9347	9300	9300	9300
Land sales[1]	52500	73500	73500	73500
Water – Non-Power[2]	6400	6100	6100	6100
Water – Minor Power	2533	2533	2533	2533
Other	1000	925	925	925
Total Revenues	**103635**	**120808**	**120158**	**119658**
Less Project Expenses	3171	4410	4410	4410
LWBC Net Revenue	31620	32025	32025	32025
Transfer to Province[3]	**68844**	**84373**	**83723**	**83223**
Operating Expenses				
Salaries/benefits	21385	20500	20500	20500
Facilities	2500	2500	2500	2500
Systems	2285	2325	2325	2325
Consulting	884	2000	2000	2000
Administration/other	4446	3700	3700	3700
Total Expenses	**31500**	**31025**	**31025**	**31025**
Operating Income (loss)	**120**	**1000**	**1000**	**1000**

[1] $73.5 million represents the average for a three year target of $220.5 million

[2] Non-Power and Minor Power Water revenues are collected and retained by LWBC. Major Water Power revenue flows directly to the Consolidated Revenue Fund (CRF).

[3] Transfer to Province is net of project development costs and net revenue earned by LWBC